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OLC #77-2173

25 May 1977

See Congressional Relationship

MEMORANDUM FOR: Director of Central Intelligence
VIA : Deputy Director of Central Intelligence
Deputy Director for Operations
FROM : [REDACTED]
Special Assistant to the DDO
for External Oversight
SUBJECT : Congressional Relations

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1. With reference to your conversation with Mr. Donald Gregg and me, staff officers to the Deputy Director for Operations, in the building's foyer on 17 May concerning Congressional relations, a number of discreet questions were asked of mature members of the House Appropriations Committee on the subject of CIA Congressional relations. These gentlemen pointed out that the Agency's most serious shortcoming is that it fails to develop among the members of Congress a feeling of partnership and familiarity. They noted that all other U.S. Government departments and agencies without exception have, over a number of years, developed techniques to ensure that key legislators have a full comprehension of the department or agency program and mission.

2. From this conversation and conversations with others the following points have been developed:

- In testimony and conversations with members of Congress be more specific about accomplishments. This should be done over the long term and in low key.
- Develop one-on-one relationships between the Agency leadership (DCI, DDCI, Deputy Directors and heads of individual offices) and members of the important oversight and investigative committees. We are advised that members of Congress appreciate this method of dealing with Executive officials.

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- OLC and A/PA/DCI should coordinate a campaign designed to inform the Congressional leadership about the philosophy of intelligence and how intelligence is used by policymakers.
- An ex-member of Congress often is used by U.S. Government departments and agencies effectively to develop a program of general communication with House and Senate members.
- Prebrief major oversight committees and subcommittees on flaps.
- Discuss more fully and over a long period of time the protection of sources and methods and disclosure problems.
- Utilize senior Agency officers who have personal rapport with members of Congress to stimulate healthy interest in intelligence and in the CIA.
- The DCI should meet often with individual members of oversight and investigative subcommittees, informally, to volunteer to answer the more obscure questions not usually addressed in formal channels and to work with them so that the role and responsibility of the legislator to U.S. intelligence organizations may be understood.
- Work closely with those members of Congress who want to act as CIA spokesmen on the floor of both Houses.
- Send position papers to key members of Congress concerning legislation and important plans for intelligence organization and issues before the issue is up for debate.

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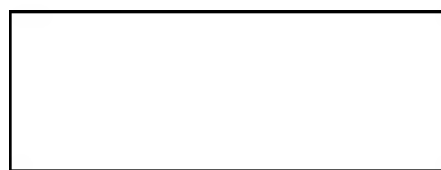
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- Ensure the integrity of those who meet with Congressmen or Senators.
- Encourage the public use of intelligence. The majority of Congressional members do not believe that public use of intelligence is bad; e.g., many members of Congress are impressed with the petroleum report.
- Identify the special interests of members of Congress and supply background information and facts useful to them; e.g., information on Poland and Greece or Israel and Africa to members of Congress who have a constituent interest in these areas, or, special briefings and reports to members of Congress dealing with international finance and trade.
- Target opportunities to work on the opposition with a view toward helping the opposition to understand CIA's role in government.
- To allay concern, inform appropriate members of Congress on a continuing basis how we work with academicians and industrialists.
- Meet informally with Congressional staff members who are antagonistic and work to win their understanding.



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20 MAY 1977

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17 May 1977

MEMORANDUM FOR THE RECORD

SUBJECT: Conversation with the Director of Central Intelligence on Congressional Relations

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1. On 17 May Messrs. Don Gregg and [redacted] greeted the DCI as he entered the building. He asked "What are you fellows up to?" We explained that we were turning over in our minds possible tactics for improving the CIA relationship with members of Congress, both the House and the Senate, by communicating to them the value of an interest in the Agency other than an adversary one. We noted that there is a great deal the CIA can do for Congress and that Congress should be aware of the advantages that a more substantive relationship with the CIA offers.

2. The Director said that he has been trying to make this point with various members of Congress and he noted that he has offered to brief three separate committees, not involved in intelligence management or oversight, but there has been no response. His offer was made two months ago. He asked how we might accomplish this goal. We said that it is a matter of identifying those in Congress who deal with issues related to foreign affairs and persuading them that their decision making would be facilitated by a better understanding of CIA's role and assets as a foreign affairs agency. We noted that Senator Inouye is a member of the Senate Foreign Relations Committee as well as the Chairman of the Senate Select Committee on Intelligence and that Senator Inouye might be persuaded to articulate to Congress on this point. It was noted that if Senator Inouye would be our advocate it would enhance our relations and would remove suspicions that might develop if the Agency tried to be its own spokesman.

3. The Director said he is a salesman looking for consumers. He then asked [redacted] to work up a commentary on this for him.

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